LEADERSHIP CAPABILITY FRAMEWORK

Griffith UNIVERSITY

This Framework Pack includes descriptions for:

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Griffith UNIVERSITY

LEADERSHIP CAPABILITY FRAMEWORK:
LEADERSHIP LEVELS, ACCOUNTABILITIES AND IMPACTS

Leadership Level	Scope of accountability for performance of others	Core leadership action	Leadership capability increases in complexity
Leads Organisation	Accountable for University-wide outcomes.	Establish, communicate, disseminate and create conditions to enable achievement of University's purpose and strategic objectives.	University's place in its environment five years and beyond; brand; value creation for the future; requisite capabilities; culture and transformation.
Leads Element	Accountable for the performance of a University Element, distinct unit or major function with responsibility for delivering components of the strategy.	Align function with broader purpose and strategic priorities and enable function to execute its defined contribution.	Strategic horizon of five years, involving all aspects of the Element's operation: performance, planning, outputs, capability, resourcing, alliances, culture.
Leads Leaders	Accountable for the performance of a number of different teams.	Clarify contribution to achievement of strategy from teams and ensure that leaders of those teams are effective and fit the culture.	Indirect leadership over a broader span of responsibility via leading managers of multiple teams; time and resource management challenges, and expansion of technical know-how.
All Leaders	Accountable for the performance and engagement of individuals in a team.	Ensure high engagement of team members by enabling their needs at work to be understood and met.	Recruitment, engagement and performance of individual direct reports throughout the organisation's performance cycle, and the dynamics of that team.

Complexity and Judgement

GriffithUNIVERSITY   LEADERSHIP CAPABILITY FRAMEWORK

LEADERSHIP BEHAVIOURS	Purpose and direction	Accountability and delivery	Capability and growth	Culture and engagement
LEADS ORGANISATION	• Establishes and disseminates an enduring and distinctive identity for the organisation which enables people to see meaning in their work • Defines and communicates a long term strategy which shows how the organisation will thrive, and what must be delivered to achieve success in a volatile and unpredictable world	• Clearly articulates strategic priorities, outlined and cascaded in a well-defined business plan • Allocates accountability for strategic deliverables in a clear and unambiguous way • Builds alliances beyond sphere of control to deliver results • Formally monitors plan progress, and rebalances priorities and resources according to risk and opportunity	• Identifies long term capability requirements associated with the strategy and defines the acquisition pathway • Ensures organisation structures reflect strategic direction and priorities, and enables the most effective allocation of resources • Ensures implementation of talent management and succession planning processes	• Ensures definition and communication of organisation values • Defines the culture required to enable achievement of strategic imperatives • Identifies drivers of current organisation culture, and drives the required transformation of culture • Builds a high trust culture which supports individual excellence, and mutual respect
LEADS ELEMENT	• Clearly defines the element's key contribution to the organisation's strategy over the long term, and develops detailed business plans which show what needs to be delivered and when • Involves element leaders in development of the element's strategy, priority setting, and progress reporting processes	• Ensures all leaders within the element are clear about what they are accountable for delivering • Monitors progress against element business plan and ensures effective responses to emerging risks and opportunities • Builds alliances beyond sphere of control to deliver results, inside and outside the organisation • Recognises element successes • Reads early signs of underperformance and promptly and effectively intervenes	• Establishes and maintains the element's reputation for the excellence of its people, and for its ability to support development of professional careers • Identifies element capability requirements associated with strategic direction, implements development plan • Implements talent identification, development and acquisition processes, especially for key roles in element • Drives talent and succession management	• Actively and regularly assesses the culture of the element, employing a variety of formal and informal approaches • Communicates the desired element culture broadly within, and how it aligns with the overall organisation culture • Drives development of an open, high performance, high engagement, high trust culture, which values diversity and respect for difference • Creates a culture of appropriate risk taking
LEADS LEADERS	• Ensures reporting leaders understand organisation strategy and element business plan priorities, and can clearly articulate the role their teams play in contributing to organisation and element success	• Ensures reporting leaders are clear about what they are accountable for delivering • Monitors teams' progress ensures effective responses to emerging risks and opportunities • Recognises teams' successes • Reads early signs of underperformance and promptly and effectively intervenes • Builds alliances beyond sphere of control to deliver results	• Ensures appointment of the right people into reporting leader positions • Evaluates the strengths and gaps of the reporting leaders, and ensures effective development, including 1:1 coaching • Assists reporting managers to assess capabilities of their team members, and to implement development initiatives	• Models the desired culture and values in interactions with reporting leaders and their teams • Enables reporting managers to assess team dynamics, and resolve sources of dysfunction • Drives development of an open, high performance, high engagement, high trust culture • Identifies and removes unnecessary processes that dilute accountability and disempower people
ALL LEADERS	• Establishes line of sight: enables each team member to understand their role in achieving the University's mission • Ensures role descriptions are current and aligned with the strategic direction and priorities • Provides ongoing feedback about strategic progress and emerging priorities • Clears the path for people: removes impediments, assists in finding solutions, helps navigate through the organisation	• Clarifies performance expectations • Ensures materials and resources required to do the job are identified in conversation, and provided • Encourages, recognises and praises high performance and work well done • Provides regular, fair and accurate feedback to team members on their progress, which helps them succeed • Identifies underperformance early and takes prompt and effective remedial action • Has skillful courageous conversations when required	• Recruits people who are right for the role and the desired culture • Identifies capability strengths and weaknesses of team members and implements individualised plans for development • Coaches team members on the job and guides capability growth • Identifies and develops both functional and leadership talent • Builds a reputation as a developer of people	• Actively listens to people, invites and acts on feedback • Creates a high performance culture, where excellence is encouraged and mistakes learned from • Demonstrates understanding of, and care for, each team member as a person • Ensures an open, two-way communication environment • Empowers people to make and take decisions, and demonstrates support for their decisions once made • Creates a psychologically safe environment, where differences of view are encouraged and valued • Actively enables a diversity of backgrounds and talents, and recognises and supports difference • Models the desired culture in all interactions with other, especially those for whom one is accountable

Griffith UNIVERSITY   LEADERSHIP CAPABILITY FRAMEWORK (Short descriptions)

LEADERSHIP BEHAVIOURS	🎯 Purpose and direction	📊 Accountability and delivery	🧍 Capability and growth	👥 Culture and engagement
LEADS ORGANISATION	• Define strategy • Align deliverables • Communicate purpose and vision	• Cascade strategic priorities • Establish business plans • Allocate and monitor accountability for strategic deliverables • Reprioritise based on emerging risks and opportunities • Build alliances beyond Griffith	• Identify long term capabilities required and define plan to build / buy • Ensure Griffith's structures and resources reflect the strategic priorities • Implement processes that build Griffith's capabilities • Implement talent management and succession planning processes	• Define Griffith's desired culture • Lead culture transformation • Address behaviour inconsistent with desired culture • Define and build GU Brand
LEADS ELEMENT	• Align element/function/unit to the strategy • Develop business plans • Set priorities • Involve people in planning processes	• Define and communicate clear accountabilities • Monitor business plan progress • Adapt for emerging risks and opportunities • Recognise successes • Build alliances across elements and outside Griffith	• Identify required element capabilities • Manage the element's brand to attract required talent • Develop and acquire required capabilities • Drive talent and succession planning processes	• Communicate the desired culture • Assess the element's culture regularly • Develop initiatives to build desired culture • Address poor behaviour promptly • Create a culture of appropriate risk taking
LEADS LEADERS	• Communicates to leaders of teams the role their teams play in delivering strategy and their contribution to the element/function/unit business plan	• Clarify leaders' accountabilities • Monitor team progress • Respond to emerging risks and opportunities • Recognise team successes • Build alliances with other leaders • Address underperformance promptly	• Recruit the right leaders • Evaluate leaders' strengths and gaps • Develop leader capabilities • Coach leaders to grow teams' capabilities • Implement development initiatives • Develop key role successors	• Implement initiatives to build desired culture • Coach leaders to align team culture • Model Griffith's values • Address poor behaviour promptly
ALL LEADERS	• Establish line of sight between roles and strategy • Provides ongoing feedback • Remove impediments and assist to find solutions	• Clarifies performance expectations • Provide required materials and resources • Encourages and praises high performance • Provides regular, fair and accurate feedback • Identifies underperformance early and takes remedial action • Has skillful courageous conversations	• Recruits for the role and desired culture • Identifies capability strengths and weaknesses of team members; implements individualised plans for development • Coaches team members for capability growth • Identifies and develops functional and leadership talent • Builds a reputation as a developer of people	• Actively listens, invites and acts on feedback • Creates a high performance culture • Demonstrates care for each team member • Ensures open, two-way communication • Empowers people to make and take decisions • Creates a psychologically safe environment • Actively enables a diversity of backgrounds and talents • Models the desired culture

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Griffith UNIVERSITY   LEADERSHIP CAPABILITY FRAMEWORK: ALL LEADERS

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